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## APPENDIX

### INDUSTRIAL RELATIONS: A SELECTED BIBLIOGRAPHY

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THE publication by the Federal Board for Vocational Education, in June, 1920, of a bibliography of employment management comprising 117 pages, indicates what a large number of books, reports and articles have been written as a result of the widespread interest in industrial relations. The limited space available for the present bibliography has, therefore, made necessary the omission of much excellent material. Only those publications which are germane to the general subject discussed at the Annual Meeting of the Academy have been included, with a view to supplying the student with a helpful guide to supplementary reading.

The wide scope of many of the books and reports has made detailed classification impossible without excessive repetition. In Section I will be found those studies which are of more general application to the whole field of industrial relations. Section II contains material more specifically applicable to the movement for employee representation. Section III contains some of the more important references to the concrete problems of industrial management, such as personnel work, the regularization of employment and financial incentives. Section IV deals with some of the efforts of the Government to improve its own administration of personnel, while Section V enumerates governmental activities to promote improved industrial relations generally. References to other sources of information concerning available material are scattered throughout the list.

## I. THE HUMAN FACTOR IN INDUSTRIAL RELATIONS

### A. AS PRESENTED BY EMPLOYERS, INDUSTRIAL ADMINISTRATORS AND ENGINEERS

Bassett, William R. *When the Workmen Help You Manage*. New York: Century Company. 1919. 266 p.

The experience of a consulting engineer with employee representation in various plants.

Cadbury, Edward. *Experiments in Industrial Organization*. London (New York): Longmans, Green and Company, 1912. 296 p.

The story of the pioneer industrial service work of the famous Cadbury cocoa factory at Bourneville, England.

Federated American Engineering Societies. Committee on Elimination of Waste in Industry. Report: *Waste in Industry*. New York: McGraw-Hill Book Company. 1921. 409 p.

This study includes analyses of the waste caused by failure to work out satisfactory relationships between employers and workers, and makes recommendations for improved policies.

A comprehensive review of this book is contained in the *Monthly Labor Review*, United States Department of Labor, September, 1921, pp. 7-17.

Feiss, Richard A. "Personal Relationship as a Basis of Scientific Management." In *Annals*, American Academy of Political and Social Science, Philadelphia, May, 1916. pp. 27-56.

The views of the manager of the Clothcraft Shops of the Joseph & Feiss Company, Cleveland, Ohio.

Gantt, H. L. *Organizing for Work*. New York: Harcourt, Brace and Howe. 1919. 113 p.

An industrial engineer's statement of the responsibilities of management in securing cooperation.

Leverhulme, Lord (W. H. Lever). *The Six-Hour Shift and Industrial Efficiency*. New York: H. Holt and Company. 1920. 265 p.

An abridged and rearranged edition of the author's *Six-Hour Day and Other Industrial Questions*, with an introduction by Henry R. Seager.

Lewisohn, Sam A. *Recent Tendencies in Bringing About Improved Relations between Employer and Employee in Industry*. Reprinted from the *Economic World*, March 5, 1921, by the author. 61 Broadway, New York. 14 p.

A statement of labor's aspirations and the means by which they are being met by enlightened employers.

Rockefeller, John D. Jr. "An Industrial Creed." In *The Forum*, February, 1919, pp. 186-188.

Rowntree, B. Seebohm. *The Human Factor in Business*. London and New York: Longmans, Green and Company. 1921. 173 p.  
How the problems of a large English cocoa factory, of which the author is the head, have been met in accordance with social ideals.

Valentine, R. G. "The Human Element in Production." In *American Journal of Sociology* (January, 1917), vol. XXII, pp. 477-488.

Williams, Whiting. *What's on the Worker's Mind; by One who Put On Overalls to Find Out*. New York: Charles Scribner's Sons. 1920. 329 p.

The experiences and observations of an industrial executive who spent several months incognito as a common laborer.

#### B. AS PRESENTED BY ECONOMISTS AND PUBLICISTS

Alden, Percy and Others. *Labour and Industry: A Series of Lectures*. Manchester, The University Press; Longmans, Green and Company. 1920. 294 p.

Baker, Ray Stannard. *The New Industrial Unrest: Reasons and Remedies*. Garden City, N. Y.: Doubleday, Page and Company. 1920. 230 p.

A discussion of various efforts to solve the labor problem, with emphasis on employee representation.

Commons, John R. *Industrial Goodwill*. New York: McGraw-Hill Book Company. 1919. 213 p.

An analysis of the elements of industrial peace and efficiency by one of America's foremost students of industrial questions.

Frank, Glenn. *The Politics of Industry: A Foot-note to the Social Unrest*. New York: Century Company. 1919. 214 p.

Methods of administering industry, with special reference to Whitley Councils.

The Garton Foundation, London. *Memorandum on the Industrial Situation After the War*. Revised and enlarged edition. Jan., 1919. London: Harrison and Sons. 175 p.

An influential contribution to the spirit of cooperation in the British labor movement. The first edition, in 1916, paved the way for the introduction of Whitley Councils.

Hobson, J. A. *Work and Wealth: A Human Valuation*. New York: Macmillan Company. 1916. 367 p.

An interpretation of production and industry in terms of human values.

King, W. L. Mackenzie. *Industry and Humanity; a Study in the Principles Underlying Reconstruction*. Boston: Houghton, Mifflin Company. 1918. 567 p.

An analysis of industrial relations by the former Minister of Labor of Canada, with whose name the employee representation plan of the Colorado Fuel & Iron Company is generally associated.

Marot, Helen. *Creative Impulse in Industry; a Proposition for Educators*. New York: E. P. Dutton and Company. 1918. 146 p.

Redfield, William C. *The New Industrial Day; a Book for Men who Employ Men*. New York: Century Company. 1912.

An appeal for enlightened leadership, by a former Secretary of Commerce of the United States.

Tarbell, Ida M. *New Ideals in Business; an Account of Their Practice and Their Effects upon Men and Profits*. New York: Macmillan Company. 1916. 339 p.

Tead, Ordway, and Metcalf, Henry C. *Personnel Administration; Its Principles and Practice*. New York: McGraw-Hill Book Company. 1920. 538 p.

A comprehensive treatment of the principles and practice to be observed in administering industrial relations.

Tead, Ordway. *Instincts in Industry; a Study of Working Class Psychology*. Boston and New York: Houghton Mifflin Company. 1918. 221 p.

Webb, Sidney. *The Works Manager To-day*. New York: Longmans, Green and Company. 1917. 162 p.

An address on fundamental labor relations problems prepared for a series of private gatherings of work managers.

#### C. AS PRESENTED BY OFFICIAL COMMISSIONS AND CIVIC ORGANIZATIONS

Canada, Department of Labour. *Report of a Conference on Industrial Relations Held at Ottawa, February 21-22, 1921*. Bulletin No. 2. Industrial Relations Series. Ottawa: Department of Labour. 1921. 61 p.

Merchants Association of New York. Committee on Industrial Relations. *Second Report*. New York: 1921. 8 p.

The need for the elimination of the evil of unemployment and the adoption of employee representation.

United States. Commission on Industrial Relations. *Final Report, including the Report of Basil M. Manly, Director of Research and Investigation and the Individual Reports and Statements of the Several Commissioners.* Reprinted from Senate Doc. No. 415, 64th Congress. Washington: Government Printing Office. 1916. 269 p.

United States. *Report of Industrial Conference Called by the President.* Washington: Privately printed. March 6, 1920. 51 p. Printed in full in Appendix to *Eighth Annual Report of the Secretary of Labor. Cf. infra*, p. 255.

Reviewed in the *Monthly Labor Review*, United States Department of Labor. April, 1920, pp. 33-40.

#### D. AS PRESENTED BY LABOR AND ITS INTERPRETERS

American Federation of Labor. "Reconstruction Program." In *Monthly Labor Review*, United States Department of Labor, March, 1919, pp. 63-72.

British Labour Party. Subcommittee on Reconstruction. *Report on Reconstruction.* In *Monthly Labor Review*, United States Department of Labor, April, 1918, pp. 63-83.

Budish, J. M., and Soule, George. *The New Unionism.* New York: Harcourt, Brace and Howe. 1920. 302 p.

An account of the aspirations and practice of unionism in the clothing trades.

Cole, G. D. H. *Self-Government in Industry.* London: G. Bell & Sons, Ltd. 1917. 329 p.

The views held in 1917 by an English exponent of industrial democracy through National Guilds.

Hoxie, Robert F. *Scientific Management and Labor.* New York: D. Appleton and Company. 1916. 302 p.

An analysis of the conflict between the progress of scientific management and unionism.

Kellogg, Paul U., and Gleason, Arthur. *British Labor and the War. Reconstructors for a New World.* New York: Boni and Live-right. 1919. 504 p.

The course of British labor in all its developments throughout the war period.

Parker, Carlton H. *The Casual Laborer and Other Essays.* New York: Harcourt, Brace and Howe. 1920. 199 p.

An interpretation of radical tendencies in the labor movement.

## II. PROGRESS AND PROBLEMS OF EMPLOYEE REPRESENTATION IN INDUSTRY

### A. GENERAL REFERENCES

Annals of the American Academy of Political and Social Science. *Industrial Stability*, no. 179. Philadelphia: published by the Academy. July, 1920.

Part I. The Trend Toward Industrial Democracy. Part II. Labor Representation in Industrial Management. Part III. Collective Bargaining. Part IV. Securing Production. Part V. Industrial Stability.

Commons, John R., and others. *Industrial Government*. New York: The Macmillan Company. 1921. 425 p.

A recent study of the practical experience of employee representation in eighteen plants.

Canada. Department of Labour. *Joint Councils in Industry*. (Bulletin No. 1, Industrial Relations Series, issued as a Supplement to the *Labour Gazette*, February, 1921.) Ottawa: published by the Department. 1921. 24 p.

Stoddard, William L. *The Shop Committee: a Handbook for Employer and Employee*. New York: Macmillan Company. 1919. 105 p.

The technique of organizing and maintaining joint relations through a shop committee, by a former administrator of the War Labor Board.

Wolfe, A. B. *Works Committees and Joint Industrial Councils*. Philadelphia: United States Shipping Board, Emergency Fleet Corporation, Industrial Relations Division. 1919. 254 p.

The movement for joint representation in industry and its progress in this country and in England up to April 15, 1919. Includes a study of the practical problem involved, and the plans adopted by various firms.

### B. SHOP COMMITTEES AND WORKS COUNCILS

Bureau of Industrial Research. *American Company Shop Committee Plans; a digest of twenty plans for employees' representation through joint committees introduced by American companies*. New York: published by the Bureau. 1919. 38 p.

Campbell, Agnes H. *Constitutionalism in Industry*. Boston: Social Service Department, Congregational Education Society. June, 1921. 48 p.

A recent summary and analysis of the plans for employee representation of the Pilgrim Laundry; James McCreery and Company; William Filene's Sons Company; The Proctor and Gamble Company; Colorado

- Fuel & Iron Company; General Electric Company; International Harvester Company; Dennison Manufacturing Company; Philadelphia Rapid Transit Company; Dutchess Bleachery; Hart, Schaffner & Marx; and the Bethlehem Shipbuilding Company.
- Carpenter, O. F. "Two Years of Industrial Legislation in a Large Clothing Factory." In *Monthly Labor Review*, United States Department of Labor, August, 1920, pp. 22-23.  
An independent survey of the Leitch plan in Practice.
- Filene, E. A. "Why the Employees Run Our Business." In *System*, Dec. 1918, pp. 805-810, Jan. 1919, pp. 78-86, Feb. 1919, pp. 222-226.
- Grace, Eugene R. "Experience of the Bethlehem Steel Company with Plan of Employees' Representation" (Statement by the President). In *Law and Labor*, June, 1921, pp. 156-158.
- Leiserson, William M. "Relations between Employer and Employee." In *Monthly Labor Review*, United States Department of Labor, October, 1919, pp. 207-216.
- Leitch, John. *Man to Man: The Story of Industrial Democracy*. New York: B. C. Forbes Company. 1919. 249 p.  
Description of the Leitch or "Federal" plan of organizing industrial relations.
- Litchfield, Paul W. *The Industrial Republic — A Study in Industrial Economics*. Boston: Houghton, Mifflin Company. 1920. 95 p.
- Meeker, Royal. "Employees' Representation in Management of Industry." In *Monthly Labor Review*, United States Department of Labor, February, 1920, pp. 1-14.
- National Industrial Conference Board. *Works Councils in the United States*. Research Report No. 21. New York: published by the Board. 1919. 135 p.
- National Industrial Conference Board. *A Works Council Manual*. Research Report No. 26. Supplemental to Research Report No. 21. New York: published by the Board. 1920. 32 p.
- New Jersey State Chamber of Commerce. Bureau of State Research. *Shop Committees and Industrial Councils*. Prepared by Paul Studensky. Newark, N. J. Published by the Chamber, July, 1919. 63 p.



## PLANT PUBLICATIONS

- Colorado Fuel & Iron Company, Denver, Colorado.  
*Industrial Representation Plan, and Memorandum of Agreement.*
- Dennison Manufacturing Company, Framingham, Mass.  
*Employees' Cooperative Plan. Constitution and By-Laws.*  
*Employees' Industrial Partnership Plan.*  
*Book of Information.*
- Dutchess Bleachery, Inc., Wappingers Falls, N. Y.  
*Handbook of the Partnership Plan.* Published by the Board of Operatives. 70 p.  
*Bleachery Life*, an eight-page newspaper, published monthly.
- General Electric Company, Lynn Works, Lynn, Mass.  
*Plan of Representation.*
- Midvale Steel & Ordnance Company, New York, N. Y.  
*Plan of Representation of Employees.*  
*Employees' Pension Plan.*  
*Home Building Plan for Employees.*
- The Nash Company, Cincinnati, Ohio.  
*The Golden Rule in Business*, by Arthur Nash. Boston: Murray Press. 1920. 16 p.
- New York Telephone Company, New York, N. Y.  
*Plan of Employee Representation.*  
*Some Facts about the Personnel Activities of the New York Telephone Company.*  
*Plan for Employees' Pensions, Disability Benefits, and Death Benefits.*
- Packard Piano Company, Fort Wayne, Indiana.  
*The Secret of Good Business.*
- Philadelphia (Pa.) Rapid Transit Company.  
*Cooperative Welfare Association. A Plan for Collective Bargaining and Cooperative Welfare.*
- Printz-Biederman Company, Cleveland, Ohio.  
*A Guide for Our Organization: House Rules and Employees' Representation.*  
*With Hands, Heads and Hearts*, a reprint from *Business*, February, 1920.
- Standard Oil Company of New Jersey, New York, N. Y.  
*Industrial Representation Experience of the Standard Oil Company.*  
*The Stock Acquisition Plan.*  
*Annuities and Benefits.*

Swift & Company, Chicago, Ill.

*Employees' Representation Plan for the Plants.*

*Swift & Company and its Employees.*

William Filene's Sons Company, Boston, Mass.

*Thumbnail Sketch of the Filene Cooperative Association.*

## C. INDUSTRIAL AGREEMENTS AND JOINT NATIONAL COUNCILS IN AMERICA

### (1) The Clothing Trade

Budish, J. M., and Soule, George. *The New Unionism.* See p. 245, *supra*.

Cohen, Julius Henry. *Law and Order in Industry.* New York: Macmillan Company. 1916. 292 p.

A record of five years' experience with the Protocol in the Women's Clothing Trades in New York.

Joint Board of Sanitary Control. *Tenth Annual Report of the Joint Board of Sanitary Control in the Cloak, Suit and Skirt, and the Dress and Waist Industries.* New York, 131 E. 17th St., 1921. 64 p.

Howard, Earl D. comp. *The Hart, Schaffner & Marx Labor Agreement: Industrial Law in the Clothing Industry.* Chicago: Hart, Schaffner & Marx. 1920. 97 p.

Jacobstein, Meyer. *Can Industrial Democracy be Efficient?* In *Bulletin of the Taylor Society*, New York, August, 1920, pp. 153-159.

United States Department of Labor.

"Adjustment of Labor Disputes in the Garment Industries of Cleveland." *Monthly Labor Review*, July, 1920, pp. 53-7.

"The New Agreement Affecting the Men's Clothing Industry in Rochester, N. Y." *Monthly Labor Review*, Dec. 1920, pp. 99-101.

United States Department of Labor. *Collective Agreements in the Men's Clothing Industry.* Bulletin 198. By Charles H. Winslow. Washington: Government Printing Office. September, 1916. 186 p.

Part I. Mediation, Conciliation, and Arbitration under the Labor Agreements of Hart, Schaffner & Marx with their employees, 1911-1914.

Part II. Agreements of Labor Unions with Associations of Manufacturers.

**(2) Joint Agreements in Other Trades**

Silk Industry. *Agreement* (between Four Silk Companies and the Amalgamated Textile Workers of America). N. Y., April 10, 1920. Copies available by request to Mr. Fritz Kaufman, Vice-President, Smith and Kaufman, 541 West 132d Street.

Suffern, Arthur E. *Conciliation and Arbitration in the Coal Industry of America*. Boston and New York: Houghton Mifflin Company. 1915. 376 p.

United States Department of Labor.

*Agreement Affecting Employees of Haverhill (Mass.) Shoe Manufacturers Association*. In *Monthly Labor Review*, Jan. 1921, p. 136-8.

Affects about 57 firms and about 8,300 workers.

*Collective Bargaining in the Anthracite Coal Industry*, by Edgar Sydenstricker. Bulletin 191, March, 1916. 171 p.

"Joint Shipping Industrial Conference", by Benjamin Squires. In *Monthly Labor Review*, July, 1919, pp. 14-23.

"Labor Agreement in the Trawling Branch of the Fishing Industry." In *Monthly Labor Review*, Jan. 1921, pp. 138-139.

"The Portland Oregon Plan of Preventing Labor Disputes." In *Monthly Labor Review*, December, 1920, pp. 94-98.

Describes the agreement of General Building Contractors Association with the Building Trades Council.

Walker, C. R., Jr. *A National Council for the Printing Trades*. In *Monthly Labor Review*. United States Department of Labor. January, 1921. pp. 23-44.

**D. EUROPEAN EXPERIENCE****(1) In Great Britain**

Bing, Alexander M. "The British Building Guilds." In *The Survey*, Oct. 29, 1921, pp. 167-171.

An American builder discusses the theories of the British Building Guilds and their experience in applying them.

Bloomfield, Meyer. *Management and Men: A Record of New Steps in Industrial Relations*. New York: Century Company. 1919. 591 p.

An account of the developments in the industrial situation in Great Britain, with reprints of many official documents.

Canada. Department of Labour. *Joint Councils in Industry*. See p. 000, *supra*.

Garton Foundation, London. *The Industrial Council for the Building Industry*. London: Harrison and Sons. 1919. 153 p.

Goodrich, Carter L. *The Frontier of Control: a Study in British Workshop Politics*. New York: Harcourt, Brace and Howe. 1920. 277 p.

Tead, Ordway. *Building Guilds in Great Britain*. New York City: The Bureau of Industrial Research. 1921. 16 p.

Story of an experiment in industrial reorganization. Reprint of study published in *Journal of American Institute of Architects*. February, 1921.

United States Department of Labor. *Joint Industrial Councils in Great Britain*. Bulletin 255. Washington: Government Printing Office. 1919. 207 p.

A reprint of important documents concerning Whitley Councils.

## (2) On the Continent

National Industrial Conference Board. *Problems of Labor and Industry in Germany*. Special Report No. 15. New York. Published by the Board, Sept. 1920. 65 p.

United States. Department of Labor.

1. "Austrian Law Establishing Works Councils." In *Monthly Labor Review*, September, 1919, pp. 133-134.
2. "Works Councils in Germany." In *Monthly Labor Review*, September, 1919, pp. 125-133 (compiled by Alfred Maylander); May, 1920, pp. 172-181; April, 1921, pp. 155-158; June, 1921, pp. 135-137.

## III. THE PRINCIPLES AND PRACTICE OF PERSONNEL ADMINISTRATION

### A. SELECTION, TRAINING, PROMOTION, SAFETY, HEALTH, SERVICE ACTIVITIES ETC.

American Academy of Political and Social Science. *Annals*.

*Personnel and Employment Problems*. No. 154. Philadelphia, May, 1916. 326 p.

*Stabilizing Industrial Employment*. No. 160. Philadelphia, May, 1917. 246 p.

*Labor, Management and Production*. No. 180. Philadelphia, September, 1920. 173 p.

Bloomfield, Daniel. *Labor Maintenance: A Practical Handbook of Employees' Service Work*. New York: Ronald Press Company. 1920. 530 p.

Bloomfield, Daniel (Editor). *Selected Articles on Employment Management*. New York: H. W. Wilson Company. 1919. 507 p.

Frankel, Lee K., and Fleisher, Alexander. *The Human Factor in Industry*. New York: Macmillan Company. 1920. 366 p.

A detailed examination of the methods of personnel and service work in industry, with frequent reference to the practice of particular firms.

Industrial Relations Association of America. *Proceedings, Annual Convention, Chicago, Ill., May 19-21, 1920*. Published by the Association (formerly the Employment Managers' Association).

Note: The headquarters of the Association are now at 671 Broad Street, Newark, N. J. The Association also issues a monthly publication, *Personnel*, which contains material on employment management and personals of the men in the field.

The United States Department of Labor has published the following:

*Proceedings of the Employment Manager's Conference held at Minneapolis, January, 1916*. Bulletin 196.

*Proceedings of the Conference of the Employment Managers' Association of Boston, Mass., May 10, 1916*. Bulletin 202.

*Proceedings of the Employment Managers' Conference, Philadelphia, Pa. April 2 and 3, 1917*. Bulletin 227.

*Proceedings of the Employment Managers' Conference, Rochester, N. Y., May 9-11, 1918*. Bulletin 247.

Kelly, Roy W. *Hiring the Worker*. New York: Ronald Press Company. 1918. 250 p.

The methods to be used by an employment department in selecting, training, promoting and retaining men.

Rowntree, B. Seebohm. *The Human Factor in Business*. London and New York: Longmans, Green and Company. 1921. 173 p.

The problems of employment at the famous Rowntree Cocoa works, York, England, and the principles upon which they are administered.

Shefferman, Nathan W. *Employment Methods*. New York: Ronald Press Company. 1920. 573 p.

Simons, Algie M. *Personnel Relations in Industry*. New York: Ronald Press Company. 1921. 341 p.

Tead, Ordway, and Metcalf, Henry C. *Personnel Administration: Its Principles and Practice*. New York: McGraw-Hill Book Company. 1920. 538 p.

A comprehensive presentation of the philosophy, principles and tech-

nique of employment, health and safety, training, research and joint relations.

United States. Federal Board for Vocational Education. *Bibliography of Employment Management*. Bulletin No. 51. Employment Management Series, No. 9. Washington: Government Printing Office. June, 1920. 117 p.

Note: The Board has published several valuable bulletins in the Employment Management Series. These include:

1. *Employment Management: Its Rise and Scope*. Boyd Fisher and Edward D. Jones. 33 p.
2. *The Selection and Placement of Employees*. Philip J. Reilly. 82 p.
3. *Job Specifications*. Franklyn Meine. 63 p.
4. *Employment Management and Industrial Training*. Roy W. Kelly. 106 p.
5. *The Wage-Setting Process*. Alfred B. Rich. 30 p.
6. *The Turnover of Labor*. Boris Emmet. 58 p.
7. *Industrial Accidents and Their Prevention*. R. R. Ray. 64 p.
8. *The Labor Audit*. Orway Tead. 47 p.

## B. REGULARIZING EMPLOYMENT

Atkins, Paul M. *Solving the Problem of Seasonal Goods*. In *Administration*, October, 1921. pp. 473-484.

Beveridge, William H. *Unemployment: a Problem of Industry*. London: Longmans, Green and Company. 1917. 405 p.

An analysis of the fundamental elements of the unemployment problem.

Dennison Manufacturing Company, Framingham, Mass. The Personnel Division. "Plan in Use by an American Industry for Combatting Unemployment." In *American Labor Legislation Review*, March, 1921, pp. 53-58.

Hatch, H. A. "An American Employer's Experience with Unemployment Insurance." In *American Labor Legislation Review*, March, 1921, pp. 41-46.

Lescoghier, Don D. *The Labor Market*. New York: Macmillan Company. 1919. 338 p.

A comprehensive study of the causes of unemployment, with constructive recommendations for remedying the evil.

Slichter, Sumner H. *Turnover of Factory Labor*. New York: D. Appleton and Company. 1919. 460 p.

Stone, N. I. "Continuity of Production in the Clothing Industry." In *American Labor Legislation Review*, March, 1921. pp. 29-37.

## C. PROFIT SHARING

- Burritt, Arthur W., and Others. *Profit Sharing: Its Principles and Practice*. (A collaboration by Arthur W. Burritt, Henry S. Dennison, Edwin F. Gay, Ralph E. Heilman and Henry P. Kendall.) New York: Harper and Brothers. 1918. 328 p.
- Cleveland Chamber of Commerce. Committee on Labor Relations. *Employees' Incentive Plans in Cleveland Industries*. Cleveland, Ohio: published by the Chamber. 1920. 95 p.
- National Civic Federation. *Profit Sharing by American Employers*. New York: published by Federation. 1920. 413 p.  
A survey of plans for profit sharing in use in various firms.
- National Industrial Conference Board. *Practical Experience with Profit Sharing in Industrial Establishments*. Research Report No. 29. New York: published by the Board. 1920. 86 p.
- United States Department of Labor. Emmet, Boris. *Profit Sharing in the United States*. Bulletin 208. Washington: Government Printing Office. 1917. 188 p.

IV. EFFORTS TO IMPROVE PERSONNEL ADMINISTRATION  
IN GOVERNMENT SERVICE

- Congressional Joint Commission on Reclassification of Salaries. *Report*. Washington: Government Printing Office. 1920. (66th Congress; 2d Session, House Document No. 686). 884 p.  
An exhaustive study of the personnel problems of the Federal Civil Service.
- Part I. Account of findings of lack of uniformity and equity in pay for the same character of employment, with recommendations for reclassification of positions and the standardization of pay.
- Part II. Detailed reclassification scheme recommended for all Federal Government positions studied.
- Rochester Bureau of Municipal Research (Inc.). *Report on a Proposed Classification of Titles and Positions in the Civil Service of the City of Rochester, N. Y.* Rochester: December, 1920. 173 p.
- United States. Department of Labor.  
"Application of Industrial Council Plan to Administrative Departments of British Government." In *Monthly Labor Review*, July, 1919, pp. 123-126.  
"Application of Industrial Council Plan to British Civil Service." In *Monthly Labor Review*, January, 1920, pp. 195-196.

"Joint Industrial Council of Bradford (England) City Corporation and its Employees." In *Monthly Labor Review*, April, 1919, pp. 157-158.

## V. GOVERNMENT EFFORTS TO PROMOTE BETTER INDUSTRIAL RELATIONS

### A. IN WAR INDUSTRIES

Bing, Alexander M. *War-time Strikes and Their Adjustment*. New York: E. P. Dutton and Company. 1921. 329 p.

Stoddard, William L. *The Shop Committee: a Handbook for Employer and Employee*. Cf. p. 246, *supra*.

United States. Department of Labor. *History of the Shipbuilding Labor Adjustment Board, 1917-1919*. W. E. Hotchkiss and H. R. Seager. Bulletin No. 283. Labor as affected by the War Series. Washington: Government Printing Office. 1921. 107 p.

United States. Department of Labor. National War Labor Board. *Report of the Secretary for the Twelve Months Ending May 31, 1919*. Washington: Government Printing Office. 1920. 149 p.

### B. IN INDUSTRIES GENERALLY

Canada. National Industrial Conference.

*Official Report of Proceedings and Discussions together with Various Memoranda Relating to the Conference* (Ottawa, September 15-20, 1919. 234 pp.), including also the *Report of the Royal Commission on Industrial Relations*, Appendix, 28 pp.

Canada. Issued by the Department of Labour, 1919. Reviewed by Leifur Magnusson in the *Monthly Labor Review*, United States Department of Labor, November 1919. pp. 51-62.

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United States. Commission on Industrial Relations. *Final Report* (etc.). Cf. *supra*, p. 245.

United States. Department of Labor.

*Eighth Annual Report of the Secretary of Labor*, for the fiscal (793)



year ended June 30, 1920. Washington, Government Printing Office, 1920. 269 pp.

See especially report of the Division of Conciliation, pp. 78-140, and Appendix, pp. 223-269.

United States. Federal Board for Vocational Education.

*Cf. supra*, p. 253, for list of pamphlets in the Employment Management Series.

United States. Industrial Conference called by the President.

*Report*. March 6, 1920.

Printed privately and also as Appendix in Eighth Annual Report of the Secretary of Labor (see above), pp. 234-269.

United States. "President's Conference on Unemployment" (Washington, September 26-October 13, 1921), in *Monthly Labor Review*, United States Department of Labor, November, 1921, pp. 126-134.